DOCUMENT RESUME

ED 213 313 HE 014 763

AUTHOR Gratz, Robert D.; Salem, Philip J.
TITLE Research on Organizational Communication and Higher Education: "Don't Ask Me; I Just Work Here!"
PUB DATE 14 Nov 81
NOTE 40p.; Paper presented at the Annual Meeting of the Speech Communication Association (Anaheim, CA, November 14, 1981).

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *College Administration; *College Environment; Communication Problems; *Communication Research; *Decision Making; Higher Education; *Information Needs; *Interprofessional Relationship; *Organizational Climate; Teacher Administrator Relationship

ABSTRACT

A bibliography on organizational communication and higher education is presented, and conclusions from previous studies in the areas of information, organizational climate, and decision-making are reviewed. Additionally, suggestions for future research directions are offered. Three important communication issues pertaining to the administration of higher education that have been identified in previous research are: information flow, information quality, and the communication process itself. In higher education, it has often been assumed that everyone needs to be informed about everything, and information has been disseminated as widely as possible. The net effect of this approach is to increase costs of distribution, since a large amount of material is discarded without study. Administrators need to assess the information needs of subordinates and the methods of diffusion, including formal and informal networks. Organizational climates in academic departments have been observed to influence factors such as turnover, performance goals, and communication satisfaction. The information issues have a special impact on decision-making in colleges and universities. It is suggested that research is needed to describe: information required by those who occupy key roles in the institution, the organizational communication climate and the quality of life in colleges and universities, and approaches to minimizing win-lose orientations in faculty committees and other groups representing a wide variety of interests. (SW)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED213313

RESEARCH ON ORGANIZATIONAL COMMUNICATION AND HIGHER EDUCATION: "DON'T ASK ME; I JUST WORK HERE!"

by

Robert D. Gratz
Associate Vice President
for Academic Affairs
Southwest Texas State University
San Marcos, Texas 78666

Philip J. Salem
Associate Professor of
Speech Communication
Southwest Texas State University
San Marcos, Texas 78666

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Robert D. Gratz

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

HE014763

Presented at the

Speech Communication Association
Annual Meeting

Anaheim, California

November 14, 1981

Academic institutions are social systems whose primary function is information processing, and as such, they are prone to communication problems common to other social systems. While these institutions have often devoted great energy to communication with external publics, their focus on internal communication problems has usually been assigned a lower priority. Several previous studies have examined external communication from an institution with emphasis on the public relations aspects of an institution's external focus (e.g., Hull et al. 1979; Williams 1979; Donovan and Schaier 1978), but analyses of the internal aspects of organizational communication in higher education have been relatively infrequent. This paper grows out of a nearly two year review of the literature on organizational communication and higher education. After reviewing conclusions from previous studies in the areas of information, climate, and decision-making, suggestions are offered for several future research directions.

PREVIOUS RESEARCH

Information

Three important communication issues face every administrator in higher education. The first issue deals with information flow--getting it, disseminating it to the people who need it, restricting the flow to people who do not need it, and improving the efficiency

and quality of the process. A second issue involves information quality. This issue includes both providing information that is persuasive and motivating and creating opportunities for communication that is intrinsically satisfying. The final issue involves the communication process itself. How does communication change? Under what circumstances and at what times are particular types of communication most effective? How does communication influence decision-making and decision-makers? The communication process reacts to change and produces change, and administrators must implement communication that is not only responsive but also capable of stimulating innovative actions.

Much of the information processing in higher education is not planned, but improvised (see Johnson 1976, 1977). Although significant amounts of time are devoted to planning for budgetary activities, personnel reviews, and other major activities, the majority of information disseminated on most topics within a college or university is communicated through telephone calls, chance meetings, after-committee caucuses, memoranda, or other comparatively spontaneous methods (see Holsenbeck 1977, Goetzinger and Valentine 1962). As a result, members who genuinely need information often do not receive it, specific roles and responsibilities remain unclear, and information frequently arrives in a distorted form and/or an untimely manner (see Goldhaber and Rogers 1978, Lockwood 1977, Gustad 1962). This unmanaged flow of information results in some organizational

members becoming seriously overloaded while others simultaneously suffer from inadequate information.

Problems of diffusion, distortion, and uncertainty all need further attention in colleges and universities. Many other types of organizations have long ago attempted to define which organizational members need to know what information. However, in higher education this problem has often been addressed by assuming that everyone needs to know everything, and information has simply been disseminated as widely as possible. The most common way of evaluating the success of current dissemination systems appears to be to assume that if no one is complaining about the information that is received, then everything must be operating well. However, most individuals have developed at least one sorting strategy for dealing with information that they believe is unnecessary, and they are far more likely simply to discard the material than they are to call to complain about having received it. The net effect of this dissemination system is to increase costs of distribution by providing a large amount of material that is simply discarded and, in a time of increasing overload, to risk having valuable material treated as unimportant and be discarded with the rest. College and university administrators must carefully assess the information needs of their subordinates, and administrators should conduct periodic assessments of the methods of diffusion employed in their areas, including a review of both the formal and informal networks. The use of a better

"information agenda" might help administrators plan communication more effectively.

Climate

The organizational climate in a college or university also has a significant impact on the events that take place in that organization, and one important determiner of climate is the personal style of key individuals in the organization. Pressures to exercise close supervision and to adopt a bureaucratic personal style in a complex organization like a university may be great, particularly for a central administrator, but the research suggests that implementation of this kind of personal style is likely to increase the probability of lower satisfaction levels among other administrators and faculty (Astin and Scherrei 1980). The degree of specialization present in the institution also influences the organizational climate and the institution's communication agenda. Medium-differentiated institutions are particularly susceptible to conflicts between academic departments and the central administrative subsystems over the issue of whether the administrative or the professional subsystem will have primary authority (Darkenwald 1971).

Individuals throughout the organization have an impact on the communication climate, particularly when their job responsibilities place them in linking roles between the organization and others. Care must be taken to match the personal communication styles of individuals with specific communication requirements of

particular jobs or to provide appropriate communication training for individuals in positions with significant communication demands (Goldhaber and Rogers 1978).

An organization's climate influences the people in the unit, and climates in academic departments have been observed to influence factors such as turnover, performance goals, and communication satisfaction (Shulman 1976). At this level as at the central administrative level, person-oriented climates have yielded more positive consequences than system-oriented climates (Hendrick 1976).

Decision-Making

The information issues and problems described earlier have a special impact on decision-making in colleges and universities. Gathering data for decision-making is often characterized by an information overload related to the uncertainty of the task (cf. Galbraith 1977). Computer information support has been more helpful at the institutional and inter-institutional levels, with the day-to-day decision-making processes of many college and university groups characterized by weak information bases, a wide range of communication links, and very flexible boundaries (Cohen and March 1974, Holsenbeck 1975, Smith 1979). These problems are compounded by discrepancies in power that members attribute to various positions and by ambiguous role definitions for key administrative positions (see, for example, Adams 1977; Admire 1978; Hanser and Muchinsky 1980; Goldhaber and Rogers 1978).

Specific examinations of the faculty committee system have suggested several communication problems including the limited resemblance between the nominal organizational hierarchy and the actual functioning of university committees, the use of committees in inappropriate situations, and the tendency of many committee members to employ a win-lose orientation (Tucker 1973, Balderston 1974, Likert and Likert 1976).

Proponents of both participative management and MBO applications in colleges and universities have suggested that certain communication benefits will accrue from these approaches (Anthony 1978, Harvey 1976). In both participative management and MBO applications, improvements in attitudes about an institution's communication and decision-making systems have been more apparent than indications of improvements in actual performance (see, for example, Rossano 1975).

FUTURE DIRECTIONS

Information

One major problem in the existing research on information in colleges and universities is the absence of a systematic attempt to describe the information needs of people who occupy key roles in the communication system we call a college or university. Another major area where additional research is needed involves the diffusion of information in higher education systems. More research on communication networks is needed to pinpoint

discrepancies between actual communication roles and the roles suggested by the formal organizational structure. The effectiveness of various networks used to deliver quality information also needs to become the subject of further study. Additionally, investigation needs to be initiated on the ever-increasing impact of problems of information overload. The suggested "information agenda" for academic administrators represents one possibility, but various other approaches to these information processing problems deserve study. Further research must be conducted to identify the best approaches for given conditions.

Climate

Questions related to the organizational communication climate in colleges and universities may become a greater focus for research in the next several years. The system is, after all, a human system, and human responses to the organizational communication climate deserve additional attention. In an earlier time, many faculty members and others working in colleges and universities were willing to accept salaries lower than were available in the business and professional world partly because of the climate available in the academic world, the "quality of life." More recently, in an era of dramatic growth and sharp increases in demands for accountability, bureaucratic structures and demands for objective indicators of achievement as a prerequisite for rewards have become more common. An attempt has been made in many settings to replace what was basically an intrinsic

rewards structure with an extrinsic rewards structure. Now, as resources diminish, competition for tax dollars becomes more acute, and extrinsic rewards in general become harder to attain, attention may again have to be focused on the organizational communication climate and the "quality of life" in colleges and universities.

Additional investigations of specific relationships between personal communication style and other influences on the organizational communication climate (such as institutional size, institutional diversity, etc.) are also needed. Finally, the area of the impact of the organizational communication climate on performance outcomes in higher education would appear to be a particularly valuable area for research.

Decision-Making

In the area of decision-making, both research concerning the better use of data at lower operating levels in academia and general studies of decision-making in academic institutions remain appropriate topics for further investigation.

Communication in higher education is all too frequently conducted in an improvised manner. When institutions have moved beyond an improvised manner, they have usually chosen a bureaucratic model which, although it does improve documentation, is typically characterized by limited responsiveness and by limited sensitivity to the human characteristics of the system. More sophisticated project management and matrix approaches have been

far less frequent, and these forms certainly merit further study to explore their communicative impact on decision-making in colleges and universities. Methods for improving the information environment for the many small, decision-making groups operating throughout most colleges and universities deserve attention, and approaches to minimizing win-lose orientations in faculty committees and other groups representing a wide variety of interests should also be made.

Organizational communication and higher education include many areas where topics of common research interest are available, and a great deal of additional research in these areas needs to be undertaken. The development of a typology of communication conditions and behaviors for the purpose of increasing the available repertoire of communication responses for administrators in higher education could be an extremely valuable contribution, with many long-range benefits for both organizational communication and higher education.

The attached bibliography includes both studies of organizational communication and higher education and general sources that help to provide a theoretical framework for reviewing these studies. A comprehensive review of this literature is forthcoming in the form of an AAHE-ERIC/Higher Education Research Report titled "Organizational Communication and Higher Education."

SELECTED BIBLIOGRAPHY

Ackoff, R.L. and Emery. On Purposeful Systems. Chicago: Aldine-Atherton, 1972.

Adams, Effie Kay. "The Role of the Academic Deanship in Liberal Arts Colleges as Perceived by the Dean and Members of His Role Set." Ed.D. dissertation, State University of New York at Buffalo, 1977. DAI, Vol. 39, No. 2, p. 550-A.

Admire, John Neil. "An Analysis of the Administrative Decision-Making Role and Responsibilities of Division Chairmen within the Public Community Colleges of the State of Illinois." Ed.D. dissertation, Loyola University of Chicago, 1978. DAI, Vol. 39, No. 2, p. 550-A.

Adorno, T.W.; Frenkel-Brunseik, Else; Levinson, Daniel; and Sanford, R. Nevitt. The Authoritarian Personality. New York: Harper and Row, 1950.

Agarwala-Rogers, Rekha, and Rogers, Everett M. "The Impact of EXPER SIM: The Diffusion and Implementation of a Teaching Innovation Among University Professors." San Francisco: Paper presented at the Annual Meeting of the American Educational Research Association, 1976. ED 122828 29 pages MF HC

---. Diffusion of Impact Innovations from 1973-76: Interpersonal Communication Networks Among University Professors. A Report to the Exxon Education Fund. Stanford, California: Applied Communication Research, 1977. ED 143316 176 pages MF

Allport, G. and Postman, L. The Psychology of Rumor. New York: Henry Holt and Company, 1947.

Anatol, Karl W.E. and Applbaum, Robert L. "Communication in the Academic Environment: A School Perspective." A C A (Association for Communication Administration) Bulletin 29 (1979), 29-33.

Anthony, William P. Participative Management. Reading, Massachusetts: Addison-Wesley Publishing Company, 1978.

Area, Ronald Gilbert. "Organizational Communication and Faculty Satisfaction in Institutions of Higher Education." Ed.D. dissertation, Oklahoma State University, 1978. DAI, Vol. 39, No. 8, p. 4749-A.

Astin, Alexander W., and Scherrei, Rita A. Maximizing Leadership Effectiveness: Impact of Administrative Style on Faculty and Students. San Francisco: Jossey-Bass Publishers, 1980.

Babbidge, Robert F. and Dacus, W. Pence. Four Basic Management Administrative Procedures. Hunnington Beach, California: Promanent International, Inc., 1971.

Baccus, Ruth Eileen Turner. "The Relationship Between Achievement Motivation and Organizational Climate in a Selected

Sample of University Deans and Department Heads." Ph.D. dissertation, The University of Connecticut, 1978. DAI, Vol. 39, No. 11, p. 6559-A.

Balderston, Frederick E. Managing Today's University. San Francisco: Jossey-Bass Publishers, 1974.

Baldridge, J. Victor, Editor. Academic Governance: Research on Institutional Politics and Decision Making. Berkeley, California: McCutchan Publishing Corporation, 1971.

--- and Tierney, Michael L. New Approaches to Management: Creating Practical Systems of Management Information and Management By Objectives. San Francisco: Jossey-Bass, Incorporated, Publishers, 1979.

Bales, Robert F. Interaction Process Analysis. Cambridge, Massachusetts: Addison-Wesley, 1950.

Bard, H. and Olinsky, W. "Communicating with Local Government Officials." Community and Junior College Journal 44 (1974): 32-33.

Benne, Kenneth D. and Sheats, Paul. "Functional Roles of Group Members." Journal of Social Issues 4 (1948): 41-49.

Berlo, David. The Process of Communication. New York: Holt, Rinehart and Winston, 1960.

Bodensteiner, W.D. "Information Channel Utilization Under Varying Research and Development Project Conditions: An Aspect of Inter-Organizational Channel Usage," Ph.D. dissertation, University of Texas at Austin, 1970.

Boldt, Chris. "Alleviating the Junior College - Senior College Articulation Problem." MATYC Journal 11,2 (1977): 83-99.

Carlson, M.S. and Berlet Eds. The Options Handbook. Communicating with Prospective Students About Postsecondary Educational Options. Handbook Two: Information Dissemination Concerning Costs and Financial Aid. Washington, D.C.: National Student Educational Fund, 1976. ED 138130 66 pages MF

Carter, Meredity L. "Attitudes of Community College Administrators Toward Management-By-Objectives." San Francisco: Paper presented at the Annual Meeting of the American Educational Research Association, 1979. ED 168638 29 pages MF HC

Chambers, C.S.C., Rev. Thomas Edward. "An Empirical Study of Leadership and Management Styles of Head Staffs in College/University Residence Halls." Ph.D. dissertation, University of Notre Dame, 1976. DAI, Vol. 37, No. 3, p. 1318-A.

Christie, Richard, and Geis, Florence L. Studies in Machiavellianism. New York: Academic Press, 1970.

Cohen, Michael D. and March, James G. Leadership and Ambiguity: The American College President. New York: McGraw-Hill Book Company, 1974.

Conboy, William A. Working Together: Communication in a Healthy Organization. Columbus, Ohio: Charles E. Merrill, 1976.

Connolly, Terry. "Communication Nets and Uncertainty in R&D

Planning." IEEE Transactions on Engineering Management. EM-22, 2 (1975): 50-54.

Corson, John J. The Governance of Colleges and Universities: Modernizing Structure and Processes. Revised edition. New York: McGraw-Hill Book Company, 1975.

Covitch, Sandra C.S.; Fallon L. Fleming, Jr.; and Rothenberg, Douglas H. "Informal Communication in an Academic Community." Paper presented at the Annual Meeting of the American Society for Information Science, October 1974, at Atlanta, Georgia. ED 097914 . MF HC

Cragan, John F., and Wright, David W. "Small Group Communication Research of the 1970's: A Synthesis and Critique." Central States Speech Journal, Volume 31 (Fall 1980): 197-213.

Cushman, D. and Craig, R. "Communication Systems: Interpersonal Implications." in Explorations in Interpersonal Communication, edited by Gerald Miller. Beverly Hills, California: Sage, 1976.

Dance, F.E.X. and Larson, C. The Functions of Human Communication. New York: Holt, Rinehart and Winston, 1976.

Darkenwald, Gordon G., Jr. "Organizational Conflict in Colleges and Universities." Administrative Science Quarterly 16 (1971): 407-412.

Davis, Keith. "The Care and Cultivation of the Grapevine." Dun's Review, (1973).

---. "Management Communication and the Grapevine." Harvard Business Review 31 (1953): 43-49.

Dedmon, Donald N. "A Comparison of University and Business Communication Practices." Journal of Communication 20 (1970): 315-322.

Deegan, Arthur X., and Fritz, Roger J. MBO Goes to College. Second edition. Boulder, Colorado: The Regents of the University of Colorado, 1976.

DeSantis, James R. "Evaluating External Communication." New Directions for Institutional Advancement, n2, (1978): 19-36.

Dewey, John. How We Think. Boston: D.C. Heath and Company, 1910.

Dickens, Milton, and Heffernan, Marguerite. "Experimental Research in Group Discussion." Quarterly Journal of Speech XXXV (1940): 23-29.

Dobson, R.L. and Dobson, J.E. "School, Community, University Consotium: A Model of Involvement." Paper presented to the Annual Meeting of the National Association of Elementary School Principals, April 18-22, 1977, at Las Vegas, Nevada. ED 443124 12 pages MF

Donovan, R. and Schaier, B. "Networks: A Catalyst for Change." Journal of Developmental and Remedial Education 1 (1978): 15-16.

Drucker, Peter F. Management: Tasks, Responsibilities, Practices. New York: Harper and Row, Publishers, 1974.

Ebbs, Susan Lancet. "A Study of Patterns of Communication and Leadership in Student Personnel Administration." Ed.D. dissertation, Columbia University, 1973.

Eble, Kenneth E. The Art of Administration. San Francisco: Jossey-Bass Publishers, 1978.

Edwards, J.A. and Monge, P.R. "The Validation of Mathematical Indices of Communication Structure." in Communication Yearbook 1, edited by Brent D. Ruben, pp. 183-193. New Brunswick, New Jersey: Transaction Books, 1977.

Ellis, Donald G., and Fisher, B. Aubrey. "Phases of Conflict in Small Group Development: A Markov Analysis." Human Communication Research 1 (1975): 195-212.

Emery, F.E., and Trist, E.L. "The Causal Texture of Organizational Environment." Human Relations 18 (1905): 21-32.

Emery, James C., Editor. "The Reality of National Computer Networking for Higher Education." Proceedings of the 1978 EDUCOM Fall Conference. EDUCOM Series in Computing and and Telecommunications in Higher Education 3." Washington, D.C.: Proceedings of the EDUCOM Fall Conference, 1978. ED 180400 102 pages MF HC

--- and others. "Simulation and Gaming Project for Inter-Institutional Computer Networking. Volume I." Princeton, New Jersey: Interuniversity Communications Council (EDUCOM), 1976. ED 145773 189 pages MF HC

Ensign, M. Dale. "A Model of Educational Unity Come True."

Community and Junior College Journal 45 (1974): 23.

Farace, R.V.; Monge, P.R.; and Russell, H.M. Communicating and Organizing. Reading, Massachusetts: Addison-Wesley, 1977.

Fiedler, Fred E. A Theory of Leadership Effectiveness. New York: McGraw-Hill, 1967.

---; Chemers, Martin M.; and Mahar, Linda. Improving Leadership Effectiveness: The Leader Match Concept. Revised edition. New York: John Wiley and Sons, Incorporated, Publishers, 1977.

Finkin, Matthew W. "Regulation By Agreement: The Case of Private Higher Education." Academe: Bulletin of the AAUP 67 (April 1981): 67-80.

Fisher, B. Aubrey. "Decision Emergence: Phases in Group Decision-Making." Speech Monographs, Volumn XXXVII (March 1970): 53-66.

---. Perspectives on Human Communication. Riverside, New Jersey: Macmillan, 1978.

Fluck, Samuel Claude. "A Comparison of Male and Female University Faculty Members' Perceptions of Decisions Made By Their Immediate Superiors." Ph.D. dissertation, The University of Oklahoma, 1975. DAI, Vol. 36, No. 4, p. 2049-A.

Galbraith, Jay R. Organization Design. Reading, Massachusetts: Addison-Wesley Publishing Company, 1977.

Gamso, Gary S., and Service, Allan L. "Introduction to Information Exchange Procedures: A Guide for the Project Manager. Technical Report No. 76." Boulder, Colorado: Western Interstate Commission for Higher Education, National Center for Higher Education Management Systems, 1976. ED 125446 109 pages MF

Garrett, R.D. Hospitals - A Systems Approach. Philadelphia: Auerback Publishers, 1973.

Geier, John. "A Trait Approach to the Study of Leadership." Journal of Communication 17 (1967): 316-323.

Gibb, Jack. "Defensive Communication." Journal of Communication 11 (1961): 141-148.

Gilbert, Shirley. "Self Disclosure." in Explorations in Interpersonal Communication, edited by Gerald Miller. Beverly Hills, California: Sage, 1976.

Goddu, Roland. Developing An Organizational Plan for the Southern Consortium of Black Colleges for Teacher Education. Durham, N.H.: Southern Consortium for Black Colleges for Teacher Education, 1976. ED 126005 19 pages MF

Goetzinger, Charles, and Valentine, M. "Communication Channels, Media, Directional Flow and Attitudes in Academic Community." Journal of Communication (1962): 23-26.

Goldhaber, Gerald M. "Communication at the University." Western Speech 36 (1972): 169-180.

---. "Communication at the University: External Channels." Western Speech 38 (1974): 157-161.

---. Organizational Communication. Second edition. Dubuque, Iowa: Wm. C. Brown Company Publishers, 1979.

---, and Rogers, Donald P. "Reporting Results of Communication Audits." New Directions for Institutional Advancement. (Improving Institutional Communication) 2 (1978): 71-91.

---; Yates, M.P.; Porter, D.T.; and Lesniak, R. "Organizational Communication: 1978" Human Communication Research 5 (1978): 76-96.

Gouldner, Alvin W. Studies in Leadership. New York: Harper, 1950.

Griffiths, Daniel E., and McCarty, Donald J. The Dilemma of the Deanship. Danville, Illinois: The Interstate Printers and Publishers, Incorporated, 1980.

Gustad, John W. "Communication Failures in Higher Education." Journal of Communication 12 (1962): 11-22.

Hanser, Lawrence M., and Muchinsky, Paul M. "Performance Feedback Information and Organizational Communication: Evidence of Conceptual Convergence." Human Communication Research 7 (1980): 68-73.

---. "Work as an Information Environment." Organizational Behavior and Human Performance 21 (1978): 47-60.

Harr, David James. "Participative Budgeting as a Communication Process: A Model and Experiment." Ph.D. Dissertation, The University of Wisconsin-Madison, 1978. DAI, Vol. 39, No. 1, p. 333-A.

Harris, Theodore L., and Schwahn, Wilson E. Selected Readings on the Learning Process. New York: Oxford University Press, 1961.

Harvey, L. James. Managing Colleges and Universities by Objectives: A Concise Guide to Understanding and Implementing MBO in Higher Education. Wheaton, Illinois: Ireland Educational Corporation, 1976.

Hawes, Leonard C. "Information Overload and the Organization of 1984." Western Speech 35 (1971: 191-198.

Hayakawa, S.I. Language in Thought and Action. New York: Harcourt, Brace and Company, 1949.

Heaton, C.P., Ed. "Management by Objectives in Higher Education: Theory, Cases, and Implementation," 1975. ED 115138 114 pages MF

Hedrick, Standley Harris. "Leadership Behavior and Organizational Climate as Related to Department Chairpersons." Ph.D. dissertation, University of Maryland, 1976. DAI, Vol. 37, No. 6, p. 3500-A.

Herzberg, F. Work and the Nature of Man. Cleveland: World Publishing Company, 1966.

Hewin, Larry Maurice. "The Effects of Administrative Style on Faculty Perceptions of Shared Authority in the Virginia Community College System." Ed.D. dissertation, The College of William and Mary in Virginia, 1978. DAI, Vol. 39, No. 5, p. 2654-A.

Hickson, Mark and Hill, Sidney R. "Vertical Communication Down in a University Setting: A Case Study Using Qualitative Methods," A C A (Association for Communication Administration) Bulletin 29 (1979), 39-43.

Holsenbeck, Daniel C. "An Investigation of a University Organization by Means of EECO Analysis Communication Audit." Ph.D. dissertation, The Florida State University, 1975. DAI, Vol. 36, No. 8, p. 5082-A.

---. "How Does the Word Spread?" CASE Currents 3 (1977): 11-12.

Homans, George Caspar. Social Behavior: Its Elementary Forms. Revised edition. New York: Harcourt Brace Jovanovich, Incorporated, 1974.

Housel, T.J. "Communication Channels, Anonymity and the Reduction of Upward Communication Distortion: A Controlled Field Study," Paper presented at the Annual Meeting of the Western Speech Communication Association, November 1976, at San Francisco.

Hull, Sara Beth et al. "Spread the Word." Journal of College Placement 39 (1979): 65-67.

Hushaw, Jeannette Rose. "Management Climate in Selected Southern California Community Colleges Based on Likert's 'Profile of a College.'" Ed.D. dissertation, University of Southern California, 1977. DAI, Vol. 38, No. 10, p. 5948-A.

Ihlanfeldt, W. "A Management Approach to the Buyer's Market." Liberal Education 61 (1975): 133-148.

Interuniversity Communications Council (EDUCOM). "North American Perspective: Computing and Networks in Canada and the United States." Proceedings of the EDUCOM Fall Conference, October 16-18, 1974, Toronto, Ontario.). Princeton, New Jersey: Interuniversity Communications Council (EDUCOM), 1974. ED 105887 MF HC

---. "Computer Networking in the University: Success and Potential. Proceedings of the EDUCOM Fall Conference (Boston, Massachusetts, November 10-12, 1976)." Princeton, New Jersey: Interuniversity Communications Council (EDUCOM), 1976. ED 138267 327 pages MF

Janis, I., and Houland, C. Personality and Persuasibility. New Haven: Yale University Press, 1959.

Johnson, Bonnie. "A Typology of Coordination Formats." Paper presented to the SCA/SWTSU Conference and Post-Doctoral Program on Organizational Communication, February 1976, At San Marcos, Texas. Memeographed.

---. Communication: The Process of Organizing. Boston: Allyn and Bacon, 1977.

Johnson, J., and others. "The EDUNET Experience: Users' Views at Chaminade, Cornell, Delaware, Hamilton and Mills," EDUCOM 15 (1980): 8-13.

Johnson, W. People in Quandaries. New York: Harper and Brothers, 1946.

Jones, Barbara A. "An Examination of the Relationship of Risk-Taking Versus Cautiousness in Decision-Making among Select Deans, Faculty, and Students in Oklahoma Junior Colleges." Ed.D. dissertation, Oklahoma State University, 1978. DAI, Vol. 39, No. 12, p. 7182-A.

Justice, Patricia K. "Staff Development in the Community College -- The Contributions which a Speech-Communication Instructor Can Make." San Francisco: Paper presented at the Annual Meeting of the Western Speech Communication Association, 1976. ED 130355 18 pages MF PC

Katz, Daniel, and Kahn, Robert. The Social Psychology of Organizations. Second edition. New York: Wiley, 1978.

Kauffman, Joseph F. "Presidential Assessment and Development." New Directions for Higher Education. (Developing and Evaluating Administrative Leadership) 6 (1978): 59-69.

Kazlow, Carole. "Faculty Receptivity to Organizational Change: A Test of Two Explanations of Resistance to Innovation in Higher Education," Journal of Research and Development in Education 10 (1977): 87-98.

Kelly, Kathy. "United States National Student Association. Report of the Officers." Prepared for the National Student Congress, August 17-24, 1975. Washington, D.C. ED 117998 104 pages MF HC

Keltner, John. "Communication in Discussion and Group Processes: Some Research Trends of the Decade 1950-1959--

Part I." Journal of Communication 10 (1960): 195-204.

---. "Communication in Discussion and Group Processes: Some Research Trends of the Decade 1950-1959-- Part II." Journal of Communication 11 (1961): 27-33.

Kepner, Charles H., and Tregoe, Benjamin B. The Rational Manager: A Systematic Approach to Problem Solving and Decision Making. New York: McGraw-Hill, 1965.

King, Bert; Streufert, Siefgried; and Fiedler, Fred E., eds. Managerial Control and Organizational Democracy. New York: John Wiley & Sons, 1978.

Kingdon, M. Matrix Organization. London: Tavistock Press, 1973.

Kivatisky, Russell John. "An Exploratory Descriptive Study of Organizational Communication Factors within the Office of the Registrar at Bowling Green State University." Ph.D. dissertation, 1974. DAI, Vol. 35, No. 7, p. 3648-B.

Knight, K.E., and McDaniel, R.R. Organizations: An Information Systems Perspective. Belmont, California: Wadsworth, 1979.

Kozman, Robert B. "Communication, Rewards, and the Use of Classroom Innovations." Journal of Higher Education 50 (1979): 761-771.

Kuhn, Alfred. Unified Social Science. Homewood, Illinois: Dorsey Press, 1975.

Larson, Carl E. "Forms of Analysis and Small-Group Problem-Solving." Speech Monographs 36 (1969): 452-455.

---. "Speech Communication Research on Small Groups." The Speech Teacher XX (1971): 89-107.

Lawrason, Robin Edger. "Politics and Diffusion Strategies for Instructional Development in Higher Education." Miami Beach: Paper presented at the Annual Meeting of the Association for Educational Communications and Technology, 1977. ED 140816 24 pages MF HC

Likert, Rensis. New Patterns of Management. New York: McGraw-Hill Book Company, 1961.

---. The Human Organization: Its Management and Value. New York: McGraw-Hill Book Company, 1967.

--- and Likert, Jane Gibson. New Ways of Managing Conflict. New York: McGraw-Hill Book Company, 1976.

Lin, Nan. The Study of Human Communication. Indianapolis: Bubbs-Merrill, 1973.

Lockwood, Mary Ann. "Employee Survey Raises the Campus Consciousness." CASE Currents 3 (1977): 13-16.

Mabry, Edward A. "Exploratory Analysis of a Developmental Model for Task-Oriented Small Groups." Human Communication Research, Volume 2 No. 1 (Fall 1975): 66-74.

Mandel, Jerry E., and Hellwig, Susan A. "Understanding and Influencing the Informal Communication System in the University." Journal of the College and University Personnel Association 28 (1977): 51-54.

Mann, William J. "Financial Planning and Management--New Strategies." New Directions for Community Colleges 7 (1979): 29-40.

March, J.G. and Simon, H. Organization. New York: Wiley, 1958.

Martin, Rob B., and Grillo, John P. "A Computer Information System to Articulate Courses, Faculty and Students in a University." College Student Journal 10 (1976): 329-331.

McCracken, Nancy M. "The Semantic Environment of Higher Education: Language in the Academic Shop." ETC.; A Review of General Semantics 35 (1978): 37-44.

McHugh, Mary-Margaret. "A Study of Consensus on Goals and Strategies Among Community College Personnel." Ph.D. dissertation, Illinois State University, 1975. DAI, Vol. 36, No 11, p. 7104-B.

McIntyre, Martin H. "Motivation of Faculty." Physical Educator 34 (1977): 175-182.

Mead, G.H. Mind, Self and Society. Chicago: University of Chicago Press, 1934.

Medrano, Enrique. "An Explbratory Examination of Role Conflict, Role Ambiguity and Job Related Tension Experienced by Selected Non-Academic Higher Education Middle Managers." Ed.D. dissertation, University of Houston, 1978. DAI, Vol. 39, No 7, p. 4078-A.

Mensel, R. Frank. "Human Resource Development." Paper presented at the conference on "Running Higher Education" cosponsored

by the Cuncil for the Advancement of Small Colleges and the American Association for Higher Education, 1977. ED 134071 10 pages MC PC

Meyer, John W. "Notes on the Structure of Educational Organizations, Occasional Paper No. 3," Stanford University, Ca, Stanford Center for Research and Development in Teaching, June 1975, ERIC ED 109768 15 pages MF

Mikell, Robert Sidney. "An Investigation of the Attitudes of Administrators, Department Chairpersons, and Faculty toward Collective Bargaing and Job Satisfaction." Ed. D. dissertation, University of Southern California, 1978. DAI, Vol. 39, No. 5. p. 2777-A.

Miller, Gerald and Steinberg, Mark. Between People. Chicago: SRA, 1975.

Miller, James Grier, Living Systems. New York: McGraw-Hill 1978.

Millett, John D. "Professional Development of Administrators." New Directions for Higher Education. (Developing and Evaluting Administrative Leadership) 6 (1978): 51-58.

Mink, Oscar G. "Facilitating Leadership: A Broader Look at Data Based Interventions." Washington, D.C.: Paper presented at the Annual Meeting of the American Educational Research Association, 1975. ED 109253 MF HC

Mishar, V.M., and Gannon Philip J. "Communication, Information and Management Information System: A Conceptual Paradigm

for an Anticipatory Decision Making and Administrative Management Information System for Academia." CAUSE/EFFECT 3 (1980): 14-19.

Moorhead, Roderick A. "An Analysis of Faculty Job Satisfaction in the Public Regional Community Colleges and the State Technical Colleges in Connecticut." Ph.D. dissertation, The University of Connecticut, 1979. DAI, Vol. 40, No.2, p. 635-A.

National Institute of Education. "Decision Making in Educational Organizations." Cambridge, Massachusetts: Report of a Conference on Organizational Processes in Education: Decision Making in Educational Organizations, 1975. ED 131551 28 pages MF HC

Neher, William W. "The Role of the University Faculty Parliamentarian." Minneapolis: Paper presented at the Annual Meeting of the Speech Communication Association, 1978. ED 168095 12 pages MF HC

Oastler, John. "Administering Innovation in a Traditional Environment: A Study of the Administration of the Learning Resources Laboratory of the City Colleges of Chicago." N.p.: Research Report, 1975. ED 103076 78 pages MF HC

Otto, David. "Perception and Utilization of Student Services." Presented to the Canadian Society for the Study of Higher Education, June 7, 1974, Toronto, Ontario. ED 131807 35 pages MF HC

Pace, R.W. and Boren, R.R. The Human Transaction: Facets, Functions and Forms of Interpersonal Communication. Glenview, Illinois: Scott, Foresmann, 1973.

Pace, R.W. and Hegstrom, T.G. "Seriality in Human Communication Systems." Paper presented at the Annual Meeting of the International Communication Association, June 1977, at West Berlin, West Germany. Mimeographed.

Parekh, Satish B. "Management Systems Inventory for Institutions of Higher Education." New York: Phelps-Stokes Fund, 1975. ED 111278 240 pages MF .

Paul, Robert J., and Schooler, Robert D. "An Analysis of Performance Standards and Generation Conflict in Academia." Academy of Management Journal 13 (1970): 212-216.

Pettason, J.W. "Let's Talk More to 'Then,'" AGB Reports 21 (1979): 47-48.

Perrow, Charles. Organizational Analysis: A Sociological View. Belmont, California: Wadsworth, 1970.

Pfeffer, Jeffrey, and Salancik, Gerald R. " Organizational Decision Making as a Political Process: The Case of a University Budget." Administrative Science Quarterly 19 (1974): 135-151.

Phillips, Gerald M. Communication and the Small Group. Second Edition. Indianapolis: The Bobbs-Merrill Company, Incorporated, 1973.

Place, William S., and Sorensen, Peter F., Jr. "Perceptions of Influence Relationships and Faculty Satisfaction: A Study in Organizational Control." Perceptual and Motor Skills 38 (1974): 953-954.

Pollack, Ronald W. "The Relationship Among Role Conflict, Role Ambiguity, and Attitudes of College Adminstrators Toward Faculty Tenure." Ph.D. dissertation, New York University, 1979. DAI, Vol. 40, No. 3, p. 1305-A.

Poole, Marshall Scott. "Decision Development in Small Groups I: A Comparison of Two Models." Communication Monographs 48 (1981): 1-24.

Rampersand, Peggy S. "Conflict and Authority in the Academic Organization." Ph.D. Dissertation, The University of Chicago, 1978. DAI, Vol. 39, No.6, p. 3407-A.

Rausch, Erwin, Editor. Management in Institutions of Higher Learning. Lexington, Massachusetts: D.C. Heath and Company, 1980.

Ravage, John William. "Perceptions by Faculty Members and Administrators of Downward Messages in a Midwestern College." Ph.D. dissertation, Purdue University, 1974. DAI, Vol. 35, No.6, p. 3360-A.

---. and Null, Eldon J. "Perceptions of Downward Administrative Messages by Faculty in a Small College, " A C A (Association for Communication Administration) Bulletin 14 (1975): 31-38.

Redding, W.C. Communication Within Organizations. New York: Industrial Communications Council, 1972.

---. "Position Paper: A Response to Discussions at the Ad Hoc Conference on Organizational Communication." Paper presented at a meeting of the Ad Hoc Conference on Organizational Communication, February, 1967, at University of Missouri at Kansas City. Mimeographed.

--- and Sanborn, G. Business and Industrial Communication. New York: Harper and Row, 1964.

Richman, Barry M., and Farmer, Richard N. Leadership, Goals, and Power in Higher Education: A Contingency and Open-Systems Approach to Effective Management. San Francisco: Jossey-Bass Publishers, 1976.

Rogers, Donald P. "Effective Institutional Communication." New Directions for Institutional Advancement. (Improving Institutional Communication) 2 (1978): 1-18.

Rogers, Everett M., and others. "Diffusion of Impact Innovations to University Professors. A Final Report to the Exxon Education Foundation." Ann Arbor: Michigan University Department of Journalism, 1975. ED 116707 311 pages MF

Rogers, Everett M., and Agarwala-Rogers, Rekha. Communication in Organizations. New York: Free Press, 1976.

Rogers, E.M. and Kincaid, D.L. Communication Networks: Toward a New Paradigm for Research. New York: Free Press, 1981.

Rokeach, Milton. The Open and Closed Mind. New York: Basic Books, 1960.

Rossano, Marcello Joseph. "A Study of Management by Objectives as Perceived and Practiced by Junior College Administrators." Ph.D. dissertation, The University of Texas at Austin, 1975. DAI, Vol. 36, No. 5, p. 2557-A.

Rowland, A.W. Handbook of Institutional Advancement. A Practical Guide to College and University Relations, Fund Raising, Alumni Relations, Government Relations, Publications, and Executive Management for Continued Advancement. Washington, D.C.: Council for the Advancement and Support of Education, 1977. Ed 140749 603 pages MF

Ruben, Brent D., and Kim, John Y., eds. General Systems Theory and Human Communication. Rochelle Park, New Jersey: Hayden Book Company, Incorporated, 1975.

Ruesch, J. and Bateson, Gregory. Communication: The Social Matrix of Psychiatry. New York: Norton, 1951.

Salem, Philip J. "For the Primary of Speech Communication in Organizational Communication." Paper presented before Speech Communication Association, December, 1977 at Washington, D.C. Mimeographed.

Sanders, Janet Snyder. "Utilization of Lines of Communication within the Administration of the University of Kansas Described by ECCO Analysis." Ph.D. dissertation, University of Kansas, 1976. ED 144113 198 pages DAI, Vol. 37, No. 8, p. 4705-A.

Sanford, Aubrey C.; Hunt, Gary T.; and Bracey, Hyler. Communication Behavior in Organizations. Columbus, Ohio: Charles E. Merrill Publishing Company, 1976.

Schneider, Sanford. "Living with the Agreement." Community and Junior College Journal 44 (Dec/Jan 1974): 20-21.

Schorzmann, Eugene F. "Internal Communications: Faculty, Student, Administrator, and Board Roles in Establishing Policy." Ed.D. practicum, Nova University, 1976. ED 152363 92 pages MF HC

---. Updating the Iowa Lakes Community College Administrative Flow Chart to Reflect the Formal and Informal Structures Used to Effect Change. Ed.D. practicum, Nova University, 1978. ED 160153 MF

Seehafer, Eugene Fred. "Organizational Communication To and From the Office of the American College and University President." Ph.D. dissertation, Rensselaer Polytechnic Institute, 1977. DAI, Vol. 38, No. 5, p. 2470-A.

Schaefer, S. "Uncertainty and Satisfaction." M.A. Thesis, Southwest Texas State University, 1981.

Shannon, Claude and Weaver, Warren. The Mathematical Theory of Communication. Urbana, Illinois: University of Illinois Press, 1949.

Shave, Gordon A. Nuts, Bolts, and Gut-Level Management. West Nyack. New York: Parker Publishing Company, Incorporated, 1974.

Shulman, Gary Mark. "A Theoretical and Empirical Study of the Communication Climate of University Departments." Ph.D. dissertation, Purdue University, 1976. DAI, Vol. 38, No. 2, p. 943-B.

Simpson, William Marshall. "Role Strain Perceptions by Division Heads in Selected Illinois Public Community Colleges." Ed.D. dissertation, Illinois State University, 1979. DAI, Vol. 40, No. 2, p. 636-A.

Smith, Albert B. "Two New National Networks Established in the Area of Faculty Development." California Journal of Teacher Education 4 (1977): 153-160.

Smith, David H. "Ethos, Information Distribution, and Professionalism in Higher Education," ACA (Association for Communication Administration) Bulletin 29 (1979): 34-38.

Sommerhoff, G. "The Abstract Characteristics of Living Systems." in Systems Thinking, edited by F.E. Emery. Baltimore: Penquin Books, 1969.

Stear, Connie. "A University Measures the Effects of Its Advertising." Journal of the National Association of College Admissions Counselors 21 (1977): 7-9.

Stephens, David B., and Timm, Paul R. "A Comparison of Campaign Techniques in Contested Faculty Elections: An Analysis of the Florida Experience." Journal of Collective Negotiations in the Public Sector 7 (1978): 167-177.

Stevens, Dixon Grant. "The Leader Behavior of Selected New York State Community College Presidents as Perceived by Trustees, Administrators, and Faculty Leaders." Ed.D. dissertation, State University of New York at Albany, 1976. DAI, Vol. 37, No. 10, p. 6230-A.

Stogdill, Ralph M. "Personal Factors Associated with Leadership: A Survey of the Literature." Journal of Psychology 25 (1948): 35-71.

Sussman, Lyle and Krivonos, Paul D. Communication for Supervisors and Managers. Sherman Oaks, California: Alfred Publishing, 1979.

Sztompka, P. System and Function: Toward a Theory of Society. New York: Academic Press, 1974.

Taylor, James L. "Organizational Communication: The Relationships Between Information Potential and Biographical Characteristics, Channel and Source Usage, Innovativeness, and Performance for Faculty Members at Selected Two-Year Colleges in Texas." Ph.D. dissertation, The University of Texas at Austin, 1978. DAI, Vol. 39, No. 4, p. 1982-A.

Thayer, Lee. "Communication and Organization Theory." in Human Communication Theory: Original Essays, edited by Frank E.X. Dance. New York: Holt, Rinehart and Winston, Incorporated, 1967.

Thomas, C.R. "Negotiating Cues. Collective Bargaining Perspectives, Volume 2, Number 11." Morgantown, W. Virginia: West Virginia University Department of

Educational Administration, 1977. ED 146872 5 pages MF HC

Tompkins, Phillip K.; Fisher, Jeanne Y.; Infante, Dominic A.; and Tompkins, Elaine V. "Conflict and Communication within the University." in Perspectives on Communication in Social Conflict, edited by Gerald R. Miller and Herbert W. Simons. Englewood Cliffs, New Jersey: Prentice-Hall, Incorporated, 1974.

Treadwell, D.R. "What Do You Say to a Naked Inquiry?" Journal of National Association of College Admissions Counselors 21 (1976): 1-3.

Tubbs, S.L. and Moss, S. Human Communication. Third edition. New York: Random House, 1980.

Tucker, Charles O. "Faculty Communication and Academic Policy." Central States Speech Journal 24 (1973): 212-221.

Van De Ven, A.H. and Delbecq, A.L. "A Task Contingent Model of Work Unit Structure." Administrative Science Quarterly 19 (1974): 183-197.

Warnemunde, Dennis Erwin. "Organizational Communication in the University: A Descriptive Study of the Communication Behavior of Department Chairmen." Ph.D. dissertation, University of Colorado, 1976. DAI, Vol. 37, No. 4, p. 1876-A.

Weaver, Thomas L. "A Profile of Faculty and Administrator Perceptions of a College's Governance Characteristics." Ed.D. practicum, Nova University, 1977. ED 136870 MF HC

Weick, Karl. The Social Psychology of Organization. Reading, Massachusetts: Addison-Wesley, 1969.

Weinberg, G.M. and Weinberg, D. On the Design of Stable Systems. New York: Wiley, 1979.

Wells, Charlie. "An Investigation of the Relationship Between Faculty Involvement in Policy Formulation and Faculty Morale." Ed.D. dissertation, Virginia Polytechnic Institute and State University, 1976. DAI, Vol. 37, No. 6, p. 3335-A.

Whalen, C. "The High School Relations Aspects of Financial Aid." Journal of Student Financial Aid 5 (1975): 21-25.

White, Ralph, and Lippitt, Ronald. Autocracy and Democracy. New York: Harper and Row, 1960.

Williams, Dorothy F. "Sources for Further Development on the Art of Communicating." New Directions for Institutional Advancement 4 (1979): 111-115.

Williams, Frank P. "A Study of Differential Perceptions of Leadership Behavior of Community College Deans of Instruction and Their Relationship to the Job Satisfaction of Division/Department Chairpersons in Texas." Ed.D. dissertation, University of Houston, 1978. DAI, Vol. 39, No. 4, p. 2017-A.

Williamson, Jack E. "An Analysis of the Roles of Community College Students and Administrators in College-Wide Committee Decision-Making." Ed.D. dissertation, University of Southern California, 1979. DAI, Vol. 39, No. 12, p. 7192-A.

Wofford, J.; Gerloff, E.A.; and Cummins, R.C. Organizational Communication: The Key to Managerial Effectiveness. New York: McGraw-Hill, 1977.

Zaleznik, Abraham. "Managers and Leaders: Are They Different?" in Harvard Business Review--On Human Relations, edited by Harvard Business Review. New York: Harper and Row, Publishers, 1979.

Zinn, Karl L.; Parnes, Robert; and Hench, Helen. "Computer-Based Educational Communications at the University of Michigan." Ann Arbor: Michigan University Center for Research on Learning and Teaching. 1976. ED 125578 21 pages MF HC